

Moving Our Corps Into the 21st Century

This is my first opportunity to address the Corps in this venue; as such, I would like to express my heartfelt pride in assuming duties as the twenty-third Chief of the U.S. Army Chemical Corps. It has been a humbling experience for me to travel around the Army and visit with our Dragon Soldiers. I am always impressed by your ability to accomplish the mission, no matter what the task or circumstances may be. Keep up the great work protecting our Army!

It has been a very busy and challenging year for the Chemical Corps. Foremost on our list is the Global War on Terrorism, especially in Afghanistan and Iraq, which has tested our determination to combat terrorism around the world. Our moral fiber as a country, an Army, and a Corps has been tried, and I believe America stands proud as the leader of a free world.

This challenge to our way of life has confirmed the necessity of an organization tactically and technically proficient in chemical, biological, radiological, and nuclear (CBRN) defense. The Chemical Corps is that organization. Our focus must now be on how the Corps will meet the expanding and changing operational environment of the future while providing the Army a viable CBRN defense capability. We are rapidly evolving from the Cold War-oriented force protector to a 21st century responsive, assertive, and comprehensive Corps equally adaptive to warfighting and homeland defense.

The Chemical Corps is the Army's and the nation's leader in CBRN defense. As such, we have the responsibility to transform the Corps to meet the needs of our nation in this time of war and throughout the 21st century.

It is critical that I share my vision for the future of the Chemical Corps in this venue. The cornerstone of this vision is providing the Army the capability to operate and function completely unhindered by a threatened or real CBRN event and to operate unencumbered in the ensuing CBRN environment. This ability will allow the combatant commander to deploy and use his forces with impunity against our enemies.

To achieve this level of proficiency, we must provide our fighting forces the training, equipment, and expertise they require. The Chemical Corps provides the expertise with a professional group of CBRN



COL(P) Stanley H. Lillie

“An Army superbly equipped, trained, and ready to fight and win, unhindered by threatened or actual CBRN hazards.”

defense experts, unsurpassed tactically and technically, and imbued with the Warrior Ethos. The soldiers who serve in our Corps must be highly qualified soldiers, able to adapt to any situation, in any operational environment.

In the future, I visualize a Chemical Corps with capabilities that are both vital and relevant to the combatant commander and the joint warfight. To achieve that goal, we must be ready to leverage technology, leadership, and training to provide warfighters with the right systems to be an effective and viable resource to the joint warfight.

The Global War on Terrorism has clarified the strategic environment, reinforced the Chemical Corps's direction, and provided impetus and urgency to accelerate the development of those needed capabilities while challenging us to stay ready to fight today and win decisively in the future.

Based on the direct threat to our homeland, we anticipate our Corps having a greater role in instituting the nation's homeland defense program. The President

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wants "...a group of dedicated professionals who wake up each morning with the overriding duty of protecting the American people." With the technology, training, and professional soldiers in the Chemical Corps, who is better suited to help plan and execute the nation's strategy against weapons of mass destruction incidents or attacks?

The Army's superior performance during the combat phases of Operation Iraqi Freedom validated the professionalism, valor, and bravery of our soldiers. Our reputation as the best-led, best-trained, and best-equipped Army in the world goes without question. The Chemical Corps's contribution to that performance is measured in events not necessarily highlighted by the media.

Chemical soldiers have accompanied every unit deploying to Operation Iraqi Freedom. To date, 31 percent of the officers and 46 percent of the enlisted soldiers in the active chemical force are deployed or going to deploy in support of operations around the world. These numbers do not take into account the hundreds of Reserve Component chemical soldiers called to active duty in defense of our nation.

Dragon Soldiers have been involved in every aspect of the search for weapons of mass destruction in Iraq, working with joint teams involving our sister services and foreign allies. These efforts validate our doctrine, give us a glimpse of our future roles, and improve our operational jointness.

The Army has always answered the call to duty. Throughout our nation's history, the Army has deterred, compelled, reassured, and supported the nation in peace and war. Since World War I, the Chemical Corps has participated in every conflict imposed on our country, and Dragon Soldiers have bestowed honor to the Corps with untold bravery and professionalism.

Here at the Chemical School, we have done everything possible to support deploying units by quickly reacting to many urgent-need requirements for improved CBRN defense systems, providing chemical soldiers from our own staff to support personnel shortages, furnishing technical reachback capabilities on CBRN procedures and, most importantly, supplying the Army's need for tactically and technically proficient chemical soldiers.

The ultimate goal of our efforts will be an Army that is 100 percent mission-capable when threatened or forced to operate in a CBRN environment; it is an Army trained, equipped, and confident in its ability to fight and win unimpeded by weapons of mass destruction. To achieve this

"A capability, both vital and relevant, for the combatant commander and the joint warfight."

goal, we must assist the Army in developing and acquiring the training, systems, and soldiers needed to make the Army invincible to CBRN attacks.

A few years ago, Army senior leadership undertook the task of transforming the Army into a force that is more dominant at every point on the spectrum of military operations. The tenants of that Vision—people, readiness, and transformation—remain the cornerstones of our efforts.

In his arrival message, General Schoomaker, the Chief of Staff of the Army, addressed transformation. He said, "As long as the United States Army has existed, we have transformed...and we always will....Our azimuth to the future is good. The Army must remain relevant and ready."

We cannot predict what other changes the future will bring, but what will not change is the need for the Army to provide our nation the best-trained, best-led, and best-equipped soldiers in the world. What I am sure of is that the Chemical Corps will continue its long tradition of support to the nation. Since the early 1980s, the Corps has undergone an extensive revitalization. This has included the creation of a chemical battle staff at all echelons of the Army, activation of numerous chemical troop units, and the development of CBRN consequence management procedures. This revitalization is supported by new modern facilities for chemical training here at Fort Leonard Wood, Missouri; research, development, and engineering at Aberdeen Proving Ground, Maryland; acquisition management by the Joint Program Executive Office; materiel testing at Dugway Proving Ground, Utah; and equipment production at Pine Bluff Arsenal, Arkansas. In addition to the personnel infrastructure and facilities, we must develop a branch of professional soldiers who are the unquestioned experts in the operational art, the technical aspects of CBRN defense, and the development and acquisition of the technologies and systems to accomplish our mission. My intent is that no matter what your job, no matter your unit of assignment, no matter where you're located, you are a soldier first—imbued with the Warrior Ethos.

The future of our Corps starts here at the Chemical School. Daily, we are finding ways to meet transformation challenges head-on. We are continually

seeking improvements in every facet of soldier and unit development. We are working countless initiatives, but I specifically wish to address just a few:

The changing face of conflict mandated a revisit of our doctrinal construct, which allows us to address adaptive and emerging threats. This new CBRN doctrinal concept is framed in the areas of *sense*, *shape*, *shield*, and *sustain*.

Sense provides the capability to maintain awareness of the current CBRN situation by detecting and identifying CBRN hazards in the air; in water, food, or soil; on personnel, equipment, or facilities—and determining the state of those hazards. This capability also enables the continued monitoring and identification of CBRN hazards to support operational planning and execution, shielding and sustaining decisions, and the confirmation that no hazard is present. Sense is the key enabler, using knowledge-based human and artificial intelligence for shaping the awareness of the CBRN hazard. This capability also incorporates intelligence warning, weapons events, detector alarms, and sentinel casualties as trigger events to ensure that all-source intelligence is used.

“All of our future doctrinal efforts will be framed in the sense, shield, shape, and sustain construct.”

Shape characterizes the CBRN hazard. CBRN characterization is the process by which commanders develop a clear understanding of the current and predicted CBRN hazard situation, envision critical mission end states, and visualize the sequence of events that moves an installation or deployed force from its current state to those end states. It manually and automatically collects and assimilates CBRN hazard information from military forces, coalition allies, host nations, and private/nongovernment organization assets in near real time to inform personnel to take action and to provide actual and potential impacts of CBRN hazards. Shaping the CBRN hazard situation accomplishes two important objectives: First, it allows the critical asset of deployed forces to continue mission-critical operations under CBRN hazard conditions. Second, it protects personnel, which contributes to mission effectiveness.

Shield embraces our capability to prevent or reduce casualties under CBRN hazard conditions by reducing the threat, reducing operational vulnerability, and avoiding contamination. Commanders will be able to shield personnel and critical equipment and provide information assurance when necessary by providing appropriate levels of physical protection and medical

treatment. Commanders must have the capability to rapidly respond, assess, and conduct recovery operations; safeguard personnel from hazards; control contamination; and restore operations to preincident conditions.

Sustaining critical operations during an attack, and resuming essential operations after an attack, requires the capability to sustain operations and to eventually restore personnel and equipment to preincident operations. Mission recovery and sustainment are undertaken concurrent with or subsequent to initial response actions to maintain, restore, or sustain mission operational capability. The joint force must be able to continue operations through the conduct of decontamination and medical actions.

All of our future doctrinal efforts will be framed in these critical doctrinal tenets. They will form the basis for both Army and multiservice CBRN doctrine in the future.

As you may be aware, there is a plan for a major reorganization of our chemical units, including the development of multicapable chemical companies, which will enhance the efficacy available to the combatant commander. This reorganization will consolidate functions and simplify unit structure. Additionally, high-end technical response has been evolving over the last decade. Part of that evolution is the activation of the Guardian Brigade and the future Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Operational Headquarters. These units will add new dimensions to our Corps and provide true full-spectrum protection against CBRN incidents.

Training for Chemical Corps soldiers is one of my top priorities. The school is constantly revising our course programs of instruction in order to maintain relevancy in the full spectrum of operations and to ensure that we are producing 21st century warriors, skilled in the contemporary operational environment. Additionally, we have made enormous efforts in improving leader development in the Chemical Corps. We must train our chemical leaders to meet all the challenges of the ever-changing operational environment so vital for the success of the Future Force.

Developing CBRN material capabilities in support of the Future Combat System is another high-level priority. In this arena, our greatest challenge is keeping up with ever-changing technological improvements. My goal is to put useful and dependable equipment in the hands of our soldiers as quickly as possible. Be assured that we are working hard to give the field quality fixes for existing decontamination, detection, and obscurant systems shortfalls. Some of

the answers are just around the corner; others may take some time.

Personnel issues remain one of my priorities. At the school, we are looking at ways to improve the supply of qualified chemical soldiers to the field. Getting the right soldiers with the right training to the right place at the right time is paramount to our success as a Corps. As part of the solution, we must aggressively see that qualified chemical specialists are sent to the E-5 board and promoted to sergeant. This will reduce the shortfall of junior noncommissioned officers in the field and ensure proper soldier development opportunities.

As you can see, we are not resting on our laurels at the school. We continue to improve the facilities at our new home. In 2007, we will construct a state-of-the-art CBRN Responder Training Facility, which will provide world-class training to our Weapons of Mass Destruction Civil Support Teams and other chemical soldiers in positions requiring similar skills.

I've touched on many of the areas in which we are working to make the chemical soldier relevant in the future. Now I want to leave you with some final thoughts that capture the essence of my leadership philosophy. They are: *People, Value to the Army*, and *Relevance to the Joint Fight*.

Everything begins with people, because soldiers—Active, Guard, and Reserve—supported by dedicated Department of the Army civilians, and their wonderful families are central to everything we do. Without

them, we would not have a Corps. As General Creighton Abrams taught us, “People are not in the Army, they are the Army.” Our soldiers, civilians, and their families set the standard every day for selfless service. I charge you to take care of your soldiers and their families. This is our sacred trust.

Today as in the past, the Chemical Corps must provide value to the Army. The CBRN defense capabilities we provide are essential to our warfighters in winning the nation's wars and helping federal, state, and local agencies defend the homeland. We must continue to seek ways to ensure that the Chemical Corps provides value to our future Army.

Finally, our relevance to the combatant commander requires us to be more than just a reactionary force. As the recognized leader in CBRN defense, we must continue to look to the future and provide the capabilities required by our joint warfighters. We are the only service with a dedicated professional corps of CBRN experts. For 85 years, we have provided leadership to the joint CBRN defense community. However, it is imperative that we remain relevant by providing 21st century capabilities essential to protecting the joint warfighter.

Once again, I would like to express my pride in being your new Chief Chemical Officer. I look forward to seeing each of you as I visit chemical soldiers in the field. Continue your great work—I know you can accomplish anything! May God bless America, our Army, and the Chemical Corps.



Soldiers in a World War II 4.2-inch Chemical Mortar Battalion going into action. These soldiers embodied the traits essential to our 21st century chemical soldiers . . . professionals imbued with the Warrior Ethos.